



DNR Engineering Project Request Kaizen Event Report Out

GROUND BREAKERS 10

April 4-8, 2011

The Opportunity

Gabe Lee

The GROUND BREAKERS 10 Team

Gabe Lee

- Gabe Lee, Engineering
- Don Labate, Engineering
- Heath Delzell, Engineering
- Jason Kruse, Engineering
- Ryan Richey, Engineering
- Michelle Wilson, Con & Rec Division
- Tom Basten, Parks
- Martin Konrad, Fisheries
- Mike Mason, Fisheries
- Angi Bruce, Wildlife
- Chris Van Gorp, Director's Office
- Kelley Myers, Legal Services



Scope

Mike Mason

- This event will cover the project design process from initial project consultation through design up to final bid advertisement.

Goals

Mike Mason

- Developed SOP (narrative for the process map, checklist, forms) within 6 months after event completion
- All non-complex projects should be finished (constructed) within a year. All complex projects should be designed and ready for bid within 18 months of receipt of project request.
- 100% of new projects (prioritized) in the database are advertised as scheduled in the fiscal year funding is available for construction.
- By the 6 month review, all staff impacted by this process will receive training on the new process and tools.
- Reduce back log by 50% by 1 year review.
- 100% of projects have a kick-off meeting/discussion at the beginning of the design process (after the project request is approved).
- Project requests will be reviewed and assigned by the Engineering Bureau Chief within 7 days of receipt.
- Engineering Project Managers will act upon project requests assigned to them within 30 days of their assignment (“act upon” to include the project request review and the scheduling of a kick-off meeting/discussion).



Objectives

Martin Konrad

- To provide efficient, timely, and high quality service.
- Improve transparency of the process to the customers and engineering bureau staff.
- Educate customer and engineering staff on engineering process and capabilities.
- Identify and plan for the non-typical paths that projects may take.
- Better defined timelines and permitting and realty (easements,etc...) processes for various projects.
- Improve consistency of database input and tracking (including definitions).
- Improve communication efforts between customers and engineering (including changes, scope of work, budget).
- Better defined roles, responsibilities and authority of positions involved including a post construction comment.
- Define what is an engineering project and when a project request is needed.
- Identify the necessary steps to create an SOP in the future.
- Annually define the budget workload that can be designed in-house vs. consultants.
- Establish a procedure for assigning new projects to designers.



Kaizen Methodology

Kelley Myers

- Clear objectives
- Team process
- Tight focus on time
- Quick & simple
- Necessary resources immediately available
- Immediate results (new process designed by end of week)

Heath Delzell



Brainstorming

Michelle Wilson

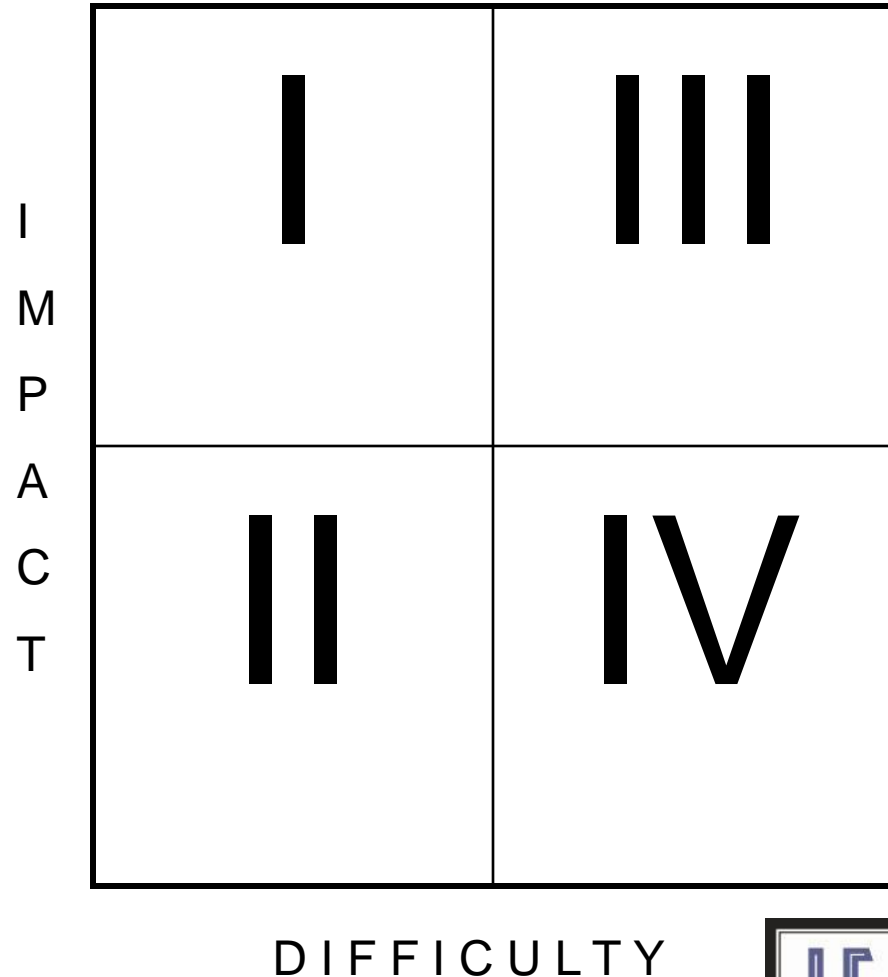
- Project manager and single point for both engineering and operating bureaus
- Database updates
- Improved communication throughout process
- Changing commission rules regarding approval of design consultant contracts to increase flexibility and responsiveness
- Roles and Responsibilities



De-selection Process

Michelle Wilson

- Identifies
 - Impact to customer
 - Difficulty implementing
- Helps to rate/rank solutions to resolve issues while identifying ease of implementation



Heath Delzell



Homework

Jason Kruse

Item	Item Description	Person Responsible	Due Date
1	Check on getting blackberries for field staff	Gabe	4/22/2011
2	Cross-train engineers, including attendance at statewide and other CRD training events, i.e. low-head dams, wetlands, etc.	Gabe	ongoing
3	Compile draft of talking points for meetings and consultations (checklists)	Heath, Martin, Ryan	30 day
4	Backlog Management Plan	Gabe, Michelle, CRD Program Coordinators	By dates assigned
5	Examine posting on DNR's webpage for project documents	Heath	30 day
6	Examine internal approval stamp on completed drawings: changing to Eng. BC and operating bureau program coordinator	Gabe, Michelle	30 day
7	ITOP Paper sent to ITB to make database changes	Michelle and Heath	30 day
8	Engineering SOP	Gabe, Jolene, Team	Status update at 90 days
9	Database Changes	Gabe, Don, Heath, team	Status update at 90 days
10	Meet with wildlife, budget and finance, fisheries, parks on emergency procedures for SOP	Michelle	6/30/2011



Homework

Jason Kruse

Item	Item Description	Person Responsible	Due Date
11	CRD review of database changes	Gabe, Heath, CRD program managers	2weeks after database prototype complete
12	Evaluate Engineering staff capacity	Gabe	12-18 months
13	Contract and construction document updates	Kelley, Ryan and Heath	Status update at 90 days
14	Consultant Contract Updates	Kelley, Ryan, Mike Broderick, Mike Hameed	30 days
15	Training for Engineering staff on the new process – expedited training to hit the highpoints of the new process	Gabe	20 days
16	Training for CRD staff on the new process – expedited training to hit the highpoints of the new process	Michelle, Martin, Tom, Angi, Angela	20 days
17	Training for Engineering and CRD staff on the new database, possibly more in-depth training on the process	Gabe and Michelle	Within 60 days of database changes complete
18	Implement the new process	Everyone	By April 30
19	Post construction completion survey - inclusion of the CRD field staff in the final walk through, too?	Gabe	30 days
20	Investigate the possibility of amending rules related to NRC approval of consultant contracts	Kelley and Gabe	30 days



Results

Gabe Lee

- Improved communication throughout the entire process
- Increased the accuracy of the Project Request – improved estimates, more accurate scopes, etc.
- Engineering Project Manager assigned to each project
- Updated approval processes and allow more automatic notifications
- Standardized meeting agendas



Team Member Experience

Ryan Richey

Tom Basten

Comments

Chris Van Gorp
&
Kelley Myers

**We welcome your
questions and comments!**

